



INDEPENDENT PROJECT

Element 2

BMTP6015

Angelika Jasnos 2308967

Lecturer: Scott James

Deadline Submission:

29.03.2026

Table of Contents

Project Overview.....	2
Project Title	2
Purpose	2
Objectives	2
Scope Statement	3
Scope	3
Out of Scope	4
Deliverables	4
Stakeholders	5
Internal Stakeholders	5
External Stakeholders.....	6
Roles & Responsibilities	6
Communication Plan.....	6
Timeline	7
Project Management approach.....	7
Budget.....	8
Budget Status.....	9
Funding Sources	9
Contingency Plan	9
Resources	9
Personnel.....	9
Equipment and Materials	10
External Support.....	10
Marketing and promotional strategy.....	10
Risk Management	11
Quality management and Control.....	12
Success Criteria.....	12
Constraints.....	13
Sustainability and Ethical Considerations	14
Reference List.....	15
Appendix	17

Project Overview

Project Title

Leading Beyond Borders: People, Place & Purpose – Commonwealth Leadership Institute Conference 2026

Purpose

The purpose of this project was to design and deliver a one-day leadership conference under the Commonwealth Leadership Institute (CLI), aimed at fostering cross-sector dialogue, empowering emerging leaders, and strengthening collaboration between academia, practitioners, and community stakeholders. Leadership development is increasingly recognised as essential in navigating complex organisational and societal challenges (Getz and Page, 2016) such as workforce sustainability, cross-cultural collaboration, and ethical decision-making. “Leading Beyond Borders” was conceptualized to create a platform where experienced practitioners, CLI leaders, students, and invited guests could engage in meaningful discussions around leadership in diverse professional and cultural contexts.

The event aimed not only to deliver knowledge through keynote speeches but also to create an environment for networking, reflection, and shared learning. By integrating formal conference sessions with structured networking and a curated evening social experience, the project sought to enhance relationship building and informal collaboration among participants.

As Event Lead, the project also served as a practical demonstration of applied leadership, project management, and stakeholder coordination within a live event environment.

Objectives

The project was guided by the following measurable objectives:

1. Deliver a professionally organised one-day leadership conference on 2 February 2026 with a minimum of 60 attendees.
Achieved: 67 registered attendees plus approximately 30 speakers and invited guests.
2. Secure and coordinate 10–12 experienced leadership speakers from diverse professional backgrounds to provide cross-sector perspectives.
Achieved: 11 speakers (one cancelled).
3. Facilitate at least three structured networking opportunities (e.g., coffee breaks and an evening engagement) to enhance participant interaction.
4. Secure at least one external sponsorship partnership to enhance event value.
Achieved: wine sponsorship from Velfrey Vineyard.
5. Deliver the event within university-supported budget parameters, ensuring efficient coordination of logistics, catering, and materials.
6. Ensure positive participant experience, targeting satisfaction levels of 80% or above based on attendee feedback.
7. Facilitate networking engagement, aiming for at least 70% of participants to engage in discussions or make professional connections.

8. Provide leadership development opportunities through a structured programme of 10–12 presentations and discussions.
9. Deliver a personal leadership presentation as part of the Commonwealth Young Leader initiative.

The successful execution of these objectives demonstrates effective event planning, stakeholder engagement, and leadership coordination within a defined timeframe (28 November 2025 – 2 February 2026).

While the objectives above provide measurable indicators of success, they also reflect broader themes in leadership and event management practice. Leadership development events are not only evaluated based on attendance or programme delivery but also on their ability to influence participants' perspectives, confidence, and future engagement (Day et al., 2014). Therefore, objectives such as networking engagement and leadership development opportunities were designed to capture both tangible and intangible outcomes.

In addition, the inclusion of a personal leadership presentation as an objective reflects the increasing importance of reflective leadership practice. According to Avolio and Gardner (2005), authentic leadership is developed through self-awareness, personal narrative, and lived experience. By incorporating a personal leadership speech into the programme, the project aligned with contemporary leadership development approaches that emphasise storytelling as a tool for engagement and learning.

The combination of operational objectives (e.g., attendance, logistics) and developmental objectives (e.g., leadership growth, networking) demonstrates a balanced approach to event planning. This aligns with project management frameworks that emphasise the importance of aligning project outputs with strategic outcomes (PMI, 2021).

Scope Statement

Scope

Successful event delivery requires careful planning of logistics, resources, and stakeholder coordination (Bowdin et al., 2011). The scope of the project included the full planning, coordination, and delivery of a one-day in-person leadership conference hosted by the Commonwealth Leadership Institute & University of Wales Trinity Saint Davies.

Event scope development is closely linked to defining clear boundaries and deliverables, which ensures that project teams remain aligned and focused (Larson & Gray, 2021). In the context of event management, a well-defined scope helps prevent scope creep, supports resource allocation, and enhances coordination across departments (Allen et al., 2011). Additionally, conferences that integrate both formal and informal learning spaces—such as keynote sessions and networking activities—are shown to increase participant engagement and knowledge transfer (Getz & Page, 2020). By incorporating structured networking and an evening social

programme, the project aligned with best practices in experiential event design, which emphasise creating multi-layered touchpoints for attendees.

Included within the project scope were:

- Development of the conference theme and program structure
- Identification, invitation, and confirmation of 11 speakers
- Collection of speaker biographies and presentation materials
- Event promotion through posters, Eventbrite registration, internal university communication, and LinkedIn
- Registration management and attendee coordination
- On-site event coordination, including schedule management
- Coordination of catering and refreshments
- Design and delivery of presentation slides for speaker introductions
- Organization of an exclusive evening social program for CLI leaders and invited guests, including:
 - Escape room experience in the immersive room
 - Sponsored wine tasting (Velfrey Vineyard Pembrokeshire)
 - Welsh-themed dinner prepared by gastronomy students

The project covered both the academic conference element and the curated leadership networking experience.

Out of Scope

The following elements were not included within the project scope:

- Multi-day programming
- Hybrid or virtual delivery
- Large-scale marketing campaigns beyond internal promotion and social media
- Independent budget control (financial management remained under university oversight)
- Long-term post-event program development

Deliverables

The key deliverables included:

- A fully delivered one-day leadership conference
- 11 completed leadership speeches
- Event promotional materials (posters and Eventbrite page)
- Coordinated speaker presentation deck
- Structured networking sessions
- Evening leadership engagement program
- Stakeholder coordination documentation

The primary intangible deliverable was the creation of a collaborative leadership space encouraging dialogue, reflection, and cross-sector engagement.

Defining a clear scope was particularly important given the limited timeframe and the complexity of coordinating multiple event components. Without clearly defined boundaries, there is a risk of scope creep, where additional tasks or expectations are introduced without corresponding resources or time (Larson and Gray, 2021). In this

project, maintaining focus on the core conference objectives ensured that resources were allocated efficiently and that planning remained manageable.

The inclusion of both formal conference elements and informal networking activities reflects a holistic approach to event design. Research suggests that combining structured and unstructured interactions enhances knowledge exchange and participant satisfaction (Getz and Page, 2016). By integrating these elements into the project scope, the event was able to provide both educational value and social engagement opportunities, which are key characteristics of successful leadership events.

Stakeholders

Stakeholder engagement is widely recognised as a key factor influencing project success. According to Freeman (1984), stakeholders are individuals or groups who can affect or are affected by the achievement of a project's objectives. Effective stakeholder engagement ensures that different interests, expectations, and contributions are recognised and managed throughout the planning and implementation process. In project management, maintaining open communication with stakeholders helps build trust, improve collaboration, and reduce potential conflicts that may arise during project delivery.

Effective stakeholder communication is essential for maintaining alignment, especially in events with multiple contributors. According to Bourne (2015), structured communication plans help manage expectations and reduce uncertainty. Tools such as the power-interest grid (Mendelow, 1991) can support prioritisation of stakeholders based on their influence and involvement. In this project, speakers and university leadership represented high-power stakeholders, requiring consistent updates and early engagement to ensure programme stability.

In the context of the “Leading Beyond Borders: People, Place & Purpose” conference, stakeholder engagement played a crucial role in coordinating speakers, university staff, sponsors, and participants. Regular communication with these stakeholders helped ensure that logistical arrangements, programme development, and event promotion were carried out effectively. By involving key stakeholders in the planning process and maintaining clear communication channels, the project was able to achieve its objectives and deliver a successful leadership conference.

Internal Stakeholders

- Event Lead & one of the keynotes (Angelika Jasnos) – Overall project coordination, speaker communication, marketing, logistics management, program design, and on-the-day delivery.
- Program Manager (Jacqui Jones) – Advisory support and academic oversight.
- Director of the Commonwealth Leadership Institute (Jonathon Grey) – Strategic guidance and institutional representation.
- University of Wales Trinity Saint David (UWTSD) – Financial support, venue provision, catering, and operational backing.
- Gastronomy Students – Preparation of Welsh-themed dinner.

- Student Volunteers – On-site and operational support.

External Stakeholders

- Guest Speakers (10 practitioners and CLI leaders) – Content delivery and subject expertise.
- Registered Attendees (67+) – Participants and beneficiaries of the event.
- Velfrey Vineyard (Sponsor) – Wine sponsorship partner.
- Invited Guests – Senior leaders and professional representatives.

Roles & Responsibilities

The Event Lead held primary responsibility for coordination, decision-making, and timeline management. The Program Manager and CLI Director provided advisory and strategic input. Speakers were responsible for delivering content and providing materials before the agreed deadline (29 January 2026). The university supported venue logistics and catering. Volunteers assisted with operational delivery.

Communication Plan

Communication channels included:

- Email & LinkedIn correspondence with speakers and stakeholders
- Eventbrite for participant registration
- LinkedIn for promotional outreach
- Internal university distribution via lecturers and student networks
- Direct coordination meetings with university representatives
- WhatsApp & Teams for online meetings

Speaker materials were requested by 29 January 2026 to ensure final presentation preparation (some of them hadn't been delivered until 12pm on the day of the event). Regular informal updates were provided to program manager and CLI director during the planning period.

Effective stakeholder management also required the ability to adapt communication styles depending on stakeholder needs and expectations. For example, communication with speakers required a professional and structured approach, including clear deadlines and expectations for materials submission. In contrast, communication with student participants and volunteers was often more informal and focused on engagement and encouragement.

This flexible communication approach aligns with stakeholder management theory, which emphasises the importance of tailoring engagement strategies based on stakeholder influence and interest (Bourne, 2015). By recognising these differences, the project was able to maintain positive relationships and ensure continued stakeholder engagement throughout the planning process.

Furthermore, early engagement with key stakeholders, particularly speakers and university representatives, contributed to the overall stability of the project. Establishing these relationships at an early stage is recognised as a critical success

factor in project management, as it reduces uncertainty and supports collaborative decision-making (Freeman, 1984).

Timeline

Clear scheduling and planning frameworks are essential for successful project implementation (Kerzner, 2017). Effective time management is a recognized critical success factor in event planning, as compressed schedules increase the likelihood of operational risk (Shone & Parry, 2013). The project followed a phased timeline consistent with event management models that emphasize initiation, planning, implementation, and evaluation (Bowdin et al., 2011). Given the short eleven-week window, the project relied on accelerated decision-making and prioritization of critical-path tasks, such as speaker confirmation and promotional launch, which are recognized as time-sensitive components in conference planning (Tum et al., 2006). (Appendix F & G.)

Project Delivery Outcome

The project was delivered on schedule and met all core objectives. Due to the compressed timeframe, the project required a high level of flexibility and responsiveness. While the timeline provided a structured framework for planning, it was necessary to adapt to changes, particularly in relation to speaker confirmations and material submissions. This reflects the reality of event management, where timelines often need to be adjusted in response to external factors (Shone and Parry, 2013).

The ability to manage time effectively under pressure is widely recognised as a key competency in project management. According to Kerzner (2017), successful projects rely not only on detailed planning but also on the ability to respond to changes without compromising overall objectives. In this project, prioritisation of critical tasks and continuous communication with stakeholders enabled the timeline to be maintained despite challenges.

Key milestones included speaker confirmation (January 2026), launch of event promotion, and finalisation of presentation materials. These milestones ensured alignment with the overall project schedule and allowed progress tracking against key deliverables.

Project Management approach

The project was managed using a structured approach aligned with established project management principles. Project management frameworks provide a systematic method for planning, executing, and evaluating complex activities, particularly in event environments where multiple stakeholders and time constraints are involved (Project Management Institute, 2021).

The project followed a simplified project lifecycle model consisting of initiation, planning, execution, and closure phases (Kerzner, 2017). During the initiation phase, the core concept and objectives of the event were defined in collaboration with the Commonwealth Leadership Institute. This stage established the strategic direction of the project and ensured alignment with institutional goals related to leadership development.

The planning phase involved detailed coordination of speakers, logistics, and programme structure. Key planning activities included confirming speaker availability, developing the event schedule, coordinating with university departments, and initiating promotional activities. Due to the compressed timeline, prioritisation of critical tasks was essential, particularly those related to speaker confirmation and venue coordination.

The execution phase focused on delivering the event according to the planned schedule. This included on-site coordination, stakeholder communication, and real-time problem solving. As noted in event management literature, the execution phase is highly dynamic and requires flexibility and rapid decision-making to address unexpected challenges (Allen et al., 2011).

The closure phase involved post-event reflection and evaluation, including assessment of outcomes, stakeholder feedback, and identification of lessons learned. This phase is essential for continuous improvement and contributes to the development of best practices for future events (PMI, 2021).

Budget

The budget for the “Leading Beyond Borders: People, Place & Purpose” conference was primarily supported internally by the University of Wales Trinity Saint David, with supplementary in-kind sponsorship from Velfrey Vineyard (Appendix H).

Budget control is a central component of event project management, with cost categories typically divided into venue, catering, production, marketing, staffing, and contingency (Allen et al., 2011).

The use of in-kind sponsorship, such as the wine contribution from Velfrey Vineyard, aligns with recommended strategies for enhancing event value while reducing expenditure (Westerbeek et al., 2006). Furthermore, leveraging internal university resources demonstrates effective resource optimization, a practice encouraged in non-profit and educational event environments (Getz & Page, 2016).

In-Kind Sponsorship

- Velfrey Vineyard provided sponsored wine, reducing hospitality costs.

In-kind sponsorship is recognised as a cost-saving strategy while enhancing event quality (Westerbeek et al., 2006).

Budget Status

The event was delivered within university-supported financial parameters, demonstrating effective budget management despite the multi-component programme.

Funding Sources

The primary funding source was internal university support through UWTSD and the Commonwealth Leadership Institute. Additionally, Velfrey Vineyard provided wine sponsorship for the tasting session, contributing to cost reduction and enhancing stakeholder partnership engagement.

Contingency Plan

To mitigate financial risk, the event relied on internal resources wherever possible. University-owned venues and equipment reduced external hire costs. Sponsorship engagement helped offset hospitality expenses. In the event of unexpected costs, adjustments could have been made by scaling back non-essential evening elements while preserving the core conference programme.

The project demonstrates cost-conscious planning through effective utilisation of institutional resources and strategic partnership engagement.

Resources

Successful delivery of the conference required coordinated human, physical, and technological resources.

Human resources are often the most influential factor in event success, as staff and volunteers directly shape attendee experience (Silvers, 2012). Volunteer involvement contributes to operational efficiency but requires clear briefing and role allocation to minimise confusion (Holmes & Smith, 2009). Technical resources, such as AV equipment and venue infrastructure, are also considered high-dependency assets, meaning any failure can significantly disrupt programme flow (Raj et al., 2017).

Personnel

- Event Lead (Project Manager): Responsible for planning, stakeholder coordination, communication, and on-the-day management.
- Program Manager and CLI Director: Provided strategic guidance and oversight.
- Guest Speakers (11): Delivered leadership presentations and professional insights.
- Student Volunteers: Attendee coordination, and operational logistics.
- Gastronomy Students: Prepared and supported delivery of the Welsh-themed dinner.

Equipment and Materials

- Lecture theatre with projection system
- Microphones and sound equipment
- Laptop and presentation software
- Registration system (Eventbrite)
- Printed posters and banner materials
- Catering equipment and dining setup
- Immersive room technology for escape room experience

External Support

External support included sponsorship collaboration with Velfrey Vineyard for the wine tasting experience. While most resources were internally provided, this partnership enhanced event value and stakeholder engagement.

The project relied heavily on human coordination and institutional infrastructure rather than external procurement, demonstrating efficient resource utilisation and collaborative leadership.

The reliance on internal resources and collaborative support highlights the importance of resource optimisation in event management. Rather than relying heavily on external suppliers, the project utilised existing university infrastructure and student involvement to deliver the event. This approach not only reduced costs but also created opportunities for student engagement and experiential learning.

Resource dependency is a key consideration in project planning, as the availability and reliability of resources directly influence project outcomes (Larson and Gray, 2021). In this case, the strong support provided by the university and the active involvement of stakeholders contributed significantly to the successful delivery of the event.

Marketing and promotional strategy

Marketing and promotion are critical components of event planning, directly influencing attendance levels and participant engagement (Getz and Page, 2016). The promotional strategy for the “Leading Beyond Borders” conference combined both formal and informal communication channels to reach the target audience of students, academics, and professionals.

Key promotional activities included the design and distribution of event posters, creation of an Eventbrite registration page, and targeted outreach through LinkedIn. Internal university communication channels, including lecturers and student networks, also played a significant role in disseminating information about the event.

Despite these efforts, the marketing strategy was largely informal and relied heavily on personal networks and word-of-mouth communication. While this approach was effective in achieving the minimum attendance target, it limited the overall reach of the event. Research suggests that integrated marketing communication strategies,

which combine digital platforms, institutional channels, and targeted outreach, are more effective in maximising event visibility and participation (Fill and Turnbull, 2019).

The experience highlights the importance of early and structured marketing planning. Future events would benefit from a more strategic approach, including scheduled social media campaigns, collaboration with university marketing teams, and the use of data analytics to monitor engagement and registration trends.

Risk Management

Effective risk management is an essential component of event planning, particularly when coordinating multiple stakeholders, speakers, and logistical arrangements within a limited timeframe (Appendix I). Risk in event management typically falls into categories such as operational, financial, technological, and human-related risks (ISO 31000, 2018). Live events are highly susceptible to last-minute disruptions (Silvers, 2008). Effective mitigation strategies such as redundancy planning, early communication, and rapid on-site troubleshooting are essential for maintaining program continuity (Ferdinand & Kitchin, 2017).

The project demonstrated adaptive leadership, a key competency in managing uncertainty during live events.

Identifying, assessing, and mitigating potential risks is a fundamental aspect of successful project management and helps ensure that projects can be delivered efficiently despite uncertainties (PMI, 2021). To meet academic expectations and enhance clarity, the key risks for this project are summarized in the structured table-see appendix I.

Time constraints represented the most significant planning risk. With confirmations from several speakers only received in early January 2026, the planning team had less than four weeks to finalize logistics, promotion, and program materials. This placed the project at high risk of delay.

Speaker availability also posed a major risk, particularly for international guests. Regular communication and a flexible program design reduced potential disruption. Despite one unavoidable cancellation due to delayed travel, the event schedule was successfully maintained.

Technical and venue-related risks emerged on the event day, including limited setup time, equipment failures, and missing accessories. On-site troubleshooting and resource mobilization (e.g., borrowing equipment, adjusting setup plans) allowed the program to continue without significant disruption.

Logistical complexity due to the multi-component program required effective coordination and adaptive leadership. These skills enabled the event to run smoothly and even finish slightly ahead of schedule.

Risk Management Outcome

Despite several risks materializing, proactive communication, adaptability, and the use of institutional resources ensured that the conference was delivered smoothly and met all core objectives.

Quality management and Control

Quality management is an important aspect of project planning, ensuring that the event meets defined standards and participant expectations. In event management, quality is typically assessed through factors such as programme delivery, participant satisfaction, and operational efficiency (Bowdin et al., 2011).

For this project, quality was managed through continuous monitoring of key planning activities, including speaker coordination, programme development, and logistical arrangements. Clear deadlines, such as the submission of speaker materials by 29 January 2026, were established to ensure readiness for event delivery.

During the event, quality control was maintained through real-time coordination and problem solving. Despite minor technical issues, such as microphone failure, the event maintained a high standard of delivery due to effective on-site management and adaptability. This aligns with quality management principles, which emphasise the importance of responsiveness and continuous improvement in achieving project objectives (Oakland, 2014).

Post-event evaluation also contributed to quality management by identifying strengths and areas for improvement. This reflective approach supports the development of future best practices and enhances the overall quality of subsequent events.

Success Criteria

Event management scholarship emphasizes the importance of clearly defined and measurable success criteria to evaluate the effectiveness of conferences and professional development events.

Getz (2005) argues that event success is multidimensional, typically assessed through participant satisfaction, program delivery, and the extent to which planned objectives are achieved. Similarly, Bowdin et al. (2019) highlights the value of quantifiable indicators such as attendance, timing adherence, and participant engagement to ensure transparency and accountability in event evaluation.

Networking is particularly recognized as a critical outcome in leadership focused events, as it fosters community building and professional learning (Mair & Whitford, 2013).

The success criteria for this project were therefore constructed to align with these academic perspectives, ensuring that both quantitative outcomes (e.g., attendance,

satisfaction scores, program adherence) and qualitative impacts (e.g., professional connections, follow-up opportunities) were systematically assessed.

Based on established event evaluation models, the success of the leadership conference was assessed using a set of measurable performance indicators linked to participation, program delivery, stakeholder engagement, and perceived impact.

To ensure academic rigor, the criteria draw on recognized frameworks emphasizing attendance, satisfaction, program quality, and long-term value creation (Getz, 2005; Bowdin et al., 2019).

The specific success criteria for this project were:

1. Attendance:
Achieve a minimum of 60 registered participants and an on-the-day attendance rate of at least 85%, demonstrating effective promotion and participant interest.
2. Program Delivery:
Secure 10–12 speakers and ensure that at least 90% of scheduled sessions are delivered as planned, reflecting operational efficiency and program reliability.
3. Program Quality:
Attain participant satisfaction levels of 80% or higher across key domains (session quality, organization, venue).
4. Networking Engagement:
Ensure that at least 70% of participants report engaging in one or more networking interactions, measured through feedback and observed engagement during the event.
5. Event Logistics:
Maintain program scheduling within +/-10 minutes of the planned timeline, demonstrating effective coordination of speakers, sessions, and transitions.
6. Sponsorship Value:
Secure at least one external sponsorship contribution with a measurable financial or in-kind value, enhancing perceived event quality and stakeholder involvement.

Constraints

Several constraints influenced the planning and delivery of the conference. The most significant constraint was time. Although the initial concept for the event was developed in late November 2025, most of the organisational work began in early January 2026 following confirmation from speakers. This left a relatively short period to coordinate logistics, promotion, and programme development.

Additional constraints included equipment availability and venue access, particularly the limited access time to the lecture theatre before the event began.

Several assumptions were made during the planning process, including the continued availability of speakers, university support for resources, and sufficient participant interest to meet attendance targets.

Despite these constraints, effective planning and adaptability enabled successful event delivery.

Sustainability and Ethical Considerations

Sustainability and ethical considerations are increasingly important in event management, particularly within academic and leadership focused environments. Sustainable event practices aim to minimise environmental impact, promote social responsibility, and support local communities (Mair and Jago, 2010).

In this project, several elements contributed to sustainable practice. The use of a university venue reduced the need for external infrastructure, while catering provided by gastronomy students supported local skills development and reduced external procurement. Additionally, the collaboration with Velfrey Vineyard as a local sponsor reflects the importance of supporting regional businesses and strengthening community partnerships.

Ethical considerations were also relevant in ensuring inclusivity and accessibility. The conference was designed to be welcoming to participants from diverse cultural and professional backgrounds, aligning with principles of equality and diversity in leadership development. Creating an inclusive environment is recognised as a key factor in enhancing participant engagement and learning outcomes (Robinson and Dechant, 1997).

Although sustainability was not a primary focus of the project, future events could further integrate sustainable practices, such as reducing printed materials, promoting digital communication, and incorporating environmentally responsible catering options.

Reference List

- Allen, J., O'Toole, W., Harris, R., & McDonnell, I. (2011). *Festival and Special Event Management*. Bourne, L. (2015). *Stakeholder Relationship Management*.
- Avolio, B.J. and Gardner, W.L. (2005) 'Authentic leadership development', *The Leadership Quarterly*, 16(3), pp. 315–338. Available at: [Authentic leadership development: Getting to the root of positive forms of leadership - ScienceDirect](#) (Accessed on: 23.03.2026)
- Bowdin, G., Allen, J., O'Toole, W., Harris, R. and McDonnell, I. (2011) *Events Management*. 3rd Ed. Oxford: Butterworth-Heinemann.
- CLI (2026) 'About Us' Available at: [About CLI - Commonwealth Leadership Institute](#) (Accessed on: 08.03.2026)
- Day, D.V. et al. (2014) 'Advances in leader and leadership development', *The Leadership Quarterly*, 25(1), pp. 63–82. Available at: [Advances in leader and leadership development: A review of 25 years of research and theory - ScienceDirect](#) (Accessed on: 23.03.2026)
- Eventbrite (2026) 'Leading Beyond Borders: People, Place & Purpose' Available at: [Leading Beyond Borders: People, Place & Purpose Tickets, Monday, Feb 2 from 1:15 pm to 5 pm | Eventbrite](#) (Accessed on: 08.03.2026)
- Freeman, R. (1984) *Strategic Management: A Stakeholder Approach*. Boston: Pitman
- Ferdinand, N., & Kitchin, P. (2017). *Events Management: An International Approach*.
- Fill, C. and Turnbull, S. (2019) *Marketing Communications: Discovery, Creation and Conversations*. 8th ed. Harlow: Pearson.
- Getz, D. and Page, S. (2016) *Event Studies: Theory, Research and Policy for Planned Events*. 3rd Ed. London: Routledge.
- Getz, D. (2005). *Event Evaluation*.
- Getz, D., & Page, S. (2016). *Event Studies: Theory, Research and Policy for Planned Events*. 3rd Ed. Routledge. Available at: [Event Studies | Theory, research and policy for planned events | Donal](#) (Accessed on: 25.02.2026)
- Holmes, K., & Smith, K. (2009). *Managing Volunteers in Tourism*. 1st Ed. Routledge. Available at: [Managing Volunteers in Tourism | Kirsten Holmes, Karen Smith | Taylor](#) (Accessed on: 25.02.2026)
- ISO 31000 (2018). *Risk Management Guidelines*. Available at: [ISO 31000:2018 Risk management – Principles and Guidelines](#) (Accessed on: 20.01.2026)
- Kerzner, H. (2017) *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. 12th ed. Hoboken: Wiley.
- Larson, E., & Gray, C. (2021). *Project Management: The Managerial Process*.
- Mair, J. and Jago, L. (2010) 'The development of a conceptual model of greening in the business events tourism sector', *Journal of Sustainable Tourism*, 18(1), pp. 77–94. Available at: [\(PDF\) The development of a conceptual model of greening in the business events tourism sector](#) (Accessed on: 22.03.2026)

- Mair, J., & Whitford, M. (2013). *Social impacts of business events*. Available at: [\(PDF\) An exploration of events research: Event topics, themes and emerging trends](#) (Accessed on: 18.01.2026)
- Mendelow, A. (1991). *Environmental Scanning: The Impact of the Stakeholder Concept*.
- Oakland, J. (2014) *Total Quality Management and Operational Excellence*. 4th ed. London: Routledge.
- Project Management Institute (2021) *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*. 7th ed. Pennsylvania: PMI.
- Raj, R., Walters, P., & Rashid, T. (2017). *Events Management: Principles and Practice*.
- Robinson, G. and Dechant, K. (1997) 'Building a business case for diversity', *Academy of Management Executive*, 11(3), pp. 21–31. Available at: [Building a Business Case for Diversity on JSTOR](#) (Accessed on: 22.03.2026)
- Shone, A., & Parry, B. (2013). *Successful Event Management*.
- Silvers, J. (2008). *Risk Management for Meetings and Events*.
- Silvers, J. (2012). *Professional Event Coordination*.
- Tum, J., Norton, P., & Wright, J. (2006). *Management of Event Operations*. Available at: [Management of Event Operations | ScienceDirect](#) (Accessed on: 15.01.2026)
- Schwarz E.C, Westerbeek. H, Liu D., Emery P., Turner P. (2016). *Managing Sport Facilities and Major Events*. 2nd Ed. Available at: [Managing Sport Facilities and Major Events | Second Edition | Eric C.](#) (Accessed on: 18.01.2026)
- Project Management Institute (2021) *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*. 7th Ed. Pennsylvania: PMI.

Appendix

Risk assessment Appendix. A

Conference Risk Assessment – DTC Swansea, 2nd Feb 2026

Event Details

- Event: Conference (Speeches)
- Location: DTC Swansea, Indoor
- Date: 2nd February 2026
- Duration: Approx. 4 hours
- Attendees: Up to 100

Hazard Identification and Risk Assessment

Hazard	Likelihood	Severity	Risk Level	Control Measures	Responsible Person
Slips, trips, or falls (wet floors, cables, uneven surfaces)	Medium	Medium	Medium	Ensure clear walkways, secure cables, place "wet floor" signs if necessary	Event Staff
Fire or emergency evacuation	Low	High	Medium	Identify fire exits, brief staff on evacuation procedures, keep exits unobstructed	Event Staff / Venue
Crowd congestion at seating	Medium	Medium	Medium	Staff to guide attendees	Event Staff
Illness or minor injury	Low	Medium	Low	First aid kit available	Event/Venue Staff
Equipment failure (microphones, projectors)	Low	Low	Low	Test equipment before event, have backup if possible	Event Staff

Additional Notes:

- Staff to remain alert and assist attendees as needed.
- Ensure attendees are aware of emergency exits at the start of the conference.

Post-Conference Activities Risk Assessment – Walk, Escape Room & Food/Wine Tasting

Event Details

- Activities: Walk to UWSD IQ building (5-10 mins), Escape Room Immersive Experience, Food & Wine Tasting
- Date: 2nd February 2026
- Attendees: Approx. 30 (for post-conference activities)

Hazard Identification and Risk Assessment

Hazard	Likelihood	Severity	Risk Level	Control Measures	Responsible Person
Slips, trips, or falls during walk	Medium	Medium	Medium	Ensure route is well-lit, clear of obstacles, staff guide attendees	Event Staff
Getting lost or separated during walk	Low	Low	Low	Group attendees together, staff lead and follow the group	Event Staff
Fire or emergency in escape room	Low	High	Medium	Follow venue safety procedures, brief attendees on emergency exits	Event Staff / Venue Staff
Crowding or accidental injury in escape room	Medium	Medium	Medium	Limit group size up to 12, supervise, remind attendees to move carefully	Event Staff
Allergies or food safety issues during tasting	Low	High	Medium	Confirm dietary restrictions, label allergens,	Event Staff

				maintain hygiene	
Alcohol consumption risks	Medium	Medium	Medium	Serve responsibly, ensure safe transport after event	Event Staff

Additional Notes:

- Staff should always maintain group supervision.
- Attendees briefed on safety and behaviour expectations.

Agenda- Appendix B

LEADING BEYOND BORDERS



PEOPLE, PLACE & PURPOSE

01:15-01:30 Welcome & Introduction

BLOCK 1	BLOCK 2	BLOCK 3	BLOCK 4
01:30-02:10 • Heledd Williams • Terry Stevens • Bernie Davies	02:25-03:05 • Suki Collins • Jacqui Jones • Michael Pervan	03:20-04.05 • Angelika Jasnos • Sarah Davies • Kerry Robertshaw	04:20 -04:40 • Will Beharrell • Maverick Peter Seda
Break 15 mins	Break 15 mins	Break 15 mins	04:40- Closing

Guest list Appendix C.



Attendees list Swansea Event 2nd Feb 2026

Commonwealth Leaders:

- Jonathon Gray
- Sarah Davies
- Angelika Jasnos
- Michael Pervan Australia
- Kylie Woolcock Australia (+ children: Amelia and Ryan)
- Samatha Prime Australia
- David Hannah
- Kerri Robertshaw
- Will Beharrell
- Maverick Peter Seda. Solomon Islands

Speakers:

- Bernie Davies
- Terry Stevens
- Heledd Williams
- Jacqui Jones
- Suki Collins

Invited Guests:

- Gareth Davies
- Phil Kloer (CEO Hywell Dda)
- Wendy w.dearing@uwtsd.ac.uk
- Andy and Fiona Mounsey- Velfrey (sponsorship)
- Antionette Milne (wine tasting)
- Debbie Jenkins
- Robyn Griffiths
- Graduate who has been working on the website

LEADING BEYOND BORDERS

PEOPLE, PLACE & PURPOSE



Monday 2nd February
1pm-5pm

Dylan Thomas Centre
Swansea, SA1 1RR



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



COMMONWEALTH
LEADERSHIP
INSTITUTE

ARWEINWYR DROS Y FFINIAU

POBOL, PWRPAS, LLEFYDD



Dydd Llun yr 2ail o Chwefror

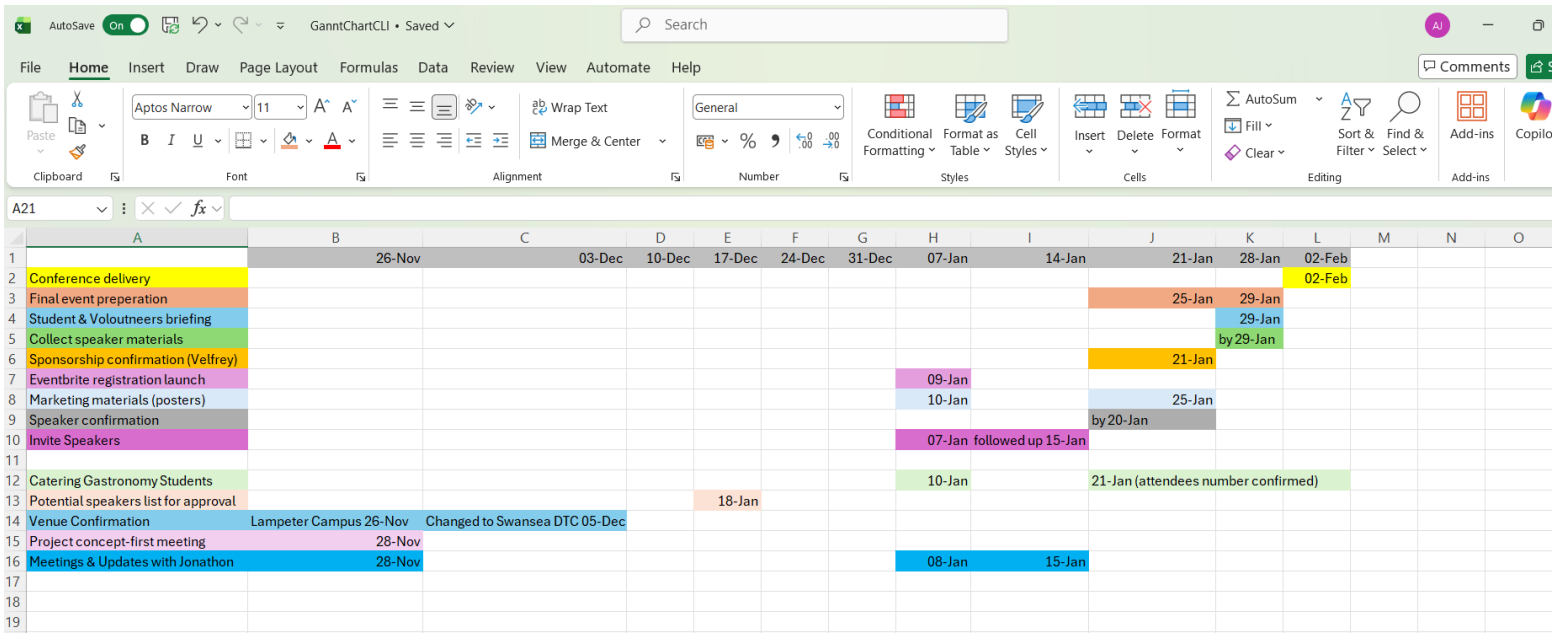
Canofan Dylan Thomas,
Abertawe, SA4 1RR



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



COMMONWEALTH
LEADERSHIP
INSTITUTE



Appendix F.

Phase	Dates	Key Activities
Phase 1: Initiation & Planning	28 November – Mid December 2025	• Confirmation of event concept and theme • Venue confirmation
Phase 2: Programme Development & Promotion	Mid December – Mid January 2026	• Speaker identification and invitation outreach • Stakeholder consultation with CLI Director and Programme Manager • Speaker confirmations • Development of promotional materials • Launch of Eventbrite registration • Coordination of catering and logistics
Phase 3: Final Preparation	Mid January – 29 January 2026	• Sponsorship confirmation with Velfrey Vineyard • Collection of speaker biographies and photos • Creation of presentation introduction slides • Confirmation of final attendance numbers • Coordination of evening programme logistics • LinkedIn promotional posts • Volunteer briefing

Phase 4: Event Delivery	2 February 2026	• On-site registration management • Conference programme delivery (1:15 PM start) • Networking breaks • Evening immersive experience • Sponsored wine tasting • Welsh-themed dinner
--------------------------------	------------------------	--

Appendix G.

Milestone	Date
Speaker list approved & invitations sent	18 January 2026
Speaker material submission deadline	29 January 2026
Sponsorship secured	21 January 2026
Event delivery	2 February 2026

Appendix H. Estimated Cost Categories

Cost Category	Description	Notes / Estimated Value
Venue & Facilities	Use of university lecture halls, Forum immersive room, utilities, and technical support	No direct hire cost; internal resource allocation
Catering & Hospitality	Refreshments (tea, coffee, Welsh cakes), Welsh-themed dinner prepared by Gastronomy students	Internal catering support: standard university catering costs apply
Event Materials & Branding	Printed posters, banners, signage, presentation materials	Low-to-moderate cost depending on print volume
Technical Equipment	AV systems, projector screens, microphones, IT support	Provided through university technical services
Evening Social Experience	Immersive escape-room setup, facilitation, sponsored wine tasting	Partially offset through Velfrey Vineyard sponsorship

Appendix I.
Risk Register

Risk Category	Specific Risk	Likelihood	Impact	Mitigation Strategy	Outcome
Time Constraints	Limited planning time due to late speaker confirmations	High	High	Prioritized communication, strict deadlines for materials (29 Jan), accelerated decision-making	Program materials completed on time
Speaker Availability / Travel	International speakers facing travel delays or cancellations	Medium	High	Regular communication, flexible program design	One speaker unable to attend; program adapted successfully
Technical Failures	Microphone battery failure, missing clicker, limited setup time	Medium	Medium	On-site troubleshooting, spare equipment, borrowing clicker	Issues resolved quickly; no major disruption
Venue Access	Lecture theatre available only 20 min before start	High	Medium	Rapid setup planning, volunteer support	Setup completed under time pressure
Equipment Damage	One camera was damaged before event	Low	Low	Use remaining camera, prioritize essential recording	Filming achieved with reduced equipment
Logistical Complexity	Multi-component event (conference, escape room, dinner)	Medium	Medium–High	Coordination with multiple teams, detailed scheduling	Event ran smoothly, finished slightly early